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FINAL REPORT  
(Volume I)

AUTHOR: R.N. Morrison

TITLE: Corporate policies and practices  
with respect to bilingualism  
and biculturalism. -  
Introduction.

DIV: V-A

Report no. 1





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CORPORATE POLICIES AND PRACTICES  
WITH RESPECT TO  
BILINGUALISM AND BICULTURALISM

VOLUME I

1.0 INTRODUCTION

24 March, 1966

R. N. Morrison  
Graduate School Of  
Business  
McGill University  
Montreal, Quebec.







# MEMORANDUM

R. FRITH

CLASSIFICATION

CAI 21-63 B500

TO  
A

Ceux qui reçoivent l'étude Armstrong-Charbonneau

YOUR FILE No.  
Votre dossier

OUR FILE No.  
Notre dossier

FROM  
De

Guy Robitaille  
Centre de Recherches

DATE

le 9 août 1966

SUBJECT  
Sujet

L'étude Armstrong-Charbonneau comprend sept (7) volumes. Nous n'en distribuons que six, soit les volumes I, II, III, IV, V et VII. Le volume VI ne contient que les questionnaires utilisés pour les fins de l'étude et il n'a pas été jugé utile de le faire reproduire pour distribution générale. Cependant, un nombre suffisant d'exemplaires se trouve à la bibliothèque pour les intéressés.





TABLE OF CONTENTS

VOLUME I

<u>1.0 INTRODUCTION</u>	<u>Page</u>
1.1 Object of the Project	1
1.2 General Outline of the Report	3
1.3 General Notes on Methods and Samples Employed	6
1.3.1 Criteria	6
1.3.2 Procedure	8
1.3.3 Response	9
1.3.4 Evaluation of Sample	11
1.4 Summary of Empirical Evidence	16





L I S T O F T A B L E S

VOLUME I

1.0 INTRODUCTION

<u>Number</u>	<u>Title</u>	<u>Page</u>
1.3.1	Ownership-Location Categories and Code Designation	7
1.3.2	Summary of Response to Project	10
1.3.3	Employment in Sample Firms Compared With Total Employment in Manufacturing	14
<u>Chart</u> 1.0.0.0	3.2.2 Current Status - Total, Region - All Function - All -Repeat-	following 18





## 1.0 INTRODUCTION





## 1.1 OBJECT OF THE PROJECT

The question of bilingualism and biculturalism in Canada is, at its root, a predominantly personal and subjective matter. It affects each individual's own sense of values - his pride of self and of the group of which he feels he is most immediately a part; his willingness or ability to extend such feelings to the whole nation; and his perceptions, real or imagined, of the willingness of his co-citizens to accept him as an equal (or better) and to follow a course of development with which he feels he wants to, and can, associate himself. Such developments lie in the future, but the individual's perceptions and reactions are mainly based on past and present experience.

This project deals with only a small part of the larger question - the part which involves primarily material effects and manifestations. It is true that the individual's welfare, measured in material terms, and the influence on him of the operation of the productive or economic system, have a considerable bearing on his private, subjectively-defined sense of well-being - and this is indeed the reason for the present study - but it is not the whole of the matter.

We have defined our purpose even more narrowly than this. In looking at corporate policies and practices as they affect bilingualism and biculturalism, we are concerned not with the whole economic system, but only with the corporate sector of it. More than that, we shall restrict ourselves principally to manufacturing industries (the largest single employer of people, but certainly not the only one). Finally, we shall put emphasis here on the corporation as an organizational unit or system, and not on the individual as an employee working within, and responding





to, the system.<sup>1</sup>

The distinction is, of course, difficult to draw and even more difficult to maintain. Corporate management must necessarily define its policies and pursue its practices in response to many influences, and not the least of these are the aspirations and characteristics, cultural and otherwise, of its labour force (including staff). Each manager is, after all, part of the labour force and part of the citizenry. Whatever mother tongue, ethnicity or cultural background he happens to have will affect, willy-nilly, his performance and his decision-making.

---

(1) An examination of the bilingual and bicultural aspects of the individual's role as an employee, which is in large measure the obverse of the present study, is dealt with in a companion report "A Study of Industrial Leadership in Bicultural Settings" by G. A. Auclair and W. H. Read.



## 1.2 GENERAL OUTLINE OF THE REPORT

This report consists of two major parts, reflecting the fact that, on the one hand, business corporations are subject to influence and control from outside and, on the other, that within the constraints imposed by the environment, each firm has developed an organization and an approach which it feels is best suited to its own particular problems and resources.

In the sections devoted to major "outside" influences, we shall look at the following aspects:

1. The social environment of business, including (as each affects corporate policies and practices) the evolution of bilingualism in Canada; French-Canadian self-assertion and its "cultural" implications for business; and the changing status of the businessman in French-Canadian society. (See Volume II).
2. The market, including trends and the growth of buying power in French Canada; and the effect of competition and segmentation of marketing effort between English- and French-speaking markets. (See Volume II).
3. The labour force, including a comparative analysis of the extent and type of education received by both French- and English-speaking university graduates and its effect on income; the availability (based on training and educational qualifications) of French-Canadians for managerial positions; and the influence of trades unions in Quebec. Although some attention is paid to the labour force as a whole (using census data), our main emphasis will be on professional and managerial employees. (See Volume II).





4. Patterns and trends in business - factors which affect a firm's way of doing business irrespective of its location - including the internationalization of business (the extension of markets, ownership and control beyond national boundaries) and the effects of changing technology and executive techniques. These factors are discussed from the particular points of view of staffing, employee promotion and language and mobility requirements. (See Volume III).

5. Education and achievement in business - a study of the relationship between education and income in the labour force generally, income differences between French-Canadian and "others" in certain professional groups; and the relative degree of achievement in management of graduates of French-language and "other" universities. (See Volume III).

Although some of the studies listed above are based on interviews, they are, in the main, the result of "desk research" using material already available from government, university and other sources.

The second major part of this project is based almost entirely on information gathered through questionnaires and interviews from manufacturing firms operating in Canada. It is devoted to a documentation and analysis of corporate policies and practices, and it consists of the following sections:

1. Personnel and employee relations (with particular emphasis on salaried professional and managerial staff), including patterns of representation by mother tongue for existing and for newly-hired staff; training and further education of employees; employee evaluation and promotion; and mobility.





2. The language of business, including the degree of bilingual ability required of both English- and French-speaking employees; the distribution of work areas by language(s) used; and the language(s) used for communication at various levels and locations within the corporation.

3. The response to other outside influences, as they affect selection of staff and language(s) used, including the effect of market and competitive forces; sources of raw materials and other inputs such as technology or "know-how"; relations with shareholders, governments and the public generally; and the use of French- and English-language advertising media.

For purposes of gathering information, and to facilitate analysis, twin studies were conducted. The first, and by far the more detailed, covers 41 "large" manufacturing firms employing, on the average, just over 4,000 people each. Information was obtained by means of a fairly detailed questionnaire (a copy of which is included in Appendix I) and extensive interviews with senior management. The other study covers 566 manufacturing firms employing between 50 and 1,500 people, with an average of just over 200 employees per firm. In this case, data was obtained by questionnaire only, and a copy of this document - less detailed and considerably shorter than the first - is included in Appendix II.

In both cases, employment data relates to all of Canada, although the samples were limited to firms having their head office in Quebec or Ontario, with particular stress being placed on those which operate in a bilingual-bicultural environment.



### 1.3 GENERAL NOTES ON METHODS AND SAMPLES EMPLOYED

#### 1.3.1 Criteria

The criteria used in selecting a sample of large corporations for study necessarily reflect, in some measure, the hypotheses and methodology developed by the study group at the inception of the project. The hypotheses are those which we felt - at least at the beginning - might be helpful in explaining observed or measured differences between firms of their policies and practices relating to bilingualism and biculturalism. Some of these are: type of ownership, the location of the corporation's head office, the distribution of employment and other activity among various regions of Canada, and whether the corporation is engaged in the production of industrial goods, or consumer goods, or a mixture of both.

With these and other more general considerations in mind, the following selection criteria were developed:

1. Sample companies must be engaged primarily in manufacturing.
2. Each firm should be significant, if not dominant, in its industry group.
3. The total sample should include representative firms of every major industry group of the manufacturing sector.
4. Each firm must have operations of significant size in the Province of Quebec. As a target (exact figures were not known ahead of time), employment in Quebec should be at least 500.
5. About one-third of all firms selected should have all their operations (exclusive of branch sales offices) in the Province of Quebec and adjacent bilingual-bicultural regions. These firms are





designated "Regional" firms.

6. There should be good representation (at least three firms) in each of the seven selected ownership-location categories. The categories are listed below, together with the abbreviated designation which is used in charts and tables throughout this report.

TABLE 1.3.1

(Large Firms)

OWNERSHIP-LOCATION CATEGORIES AND CODE DESIGNATION

<u>Code Designation</u>	<u>Description<sup>1</sup></u>
FCQ	French-Canadian owned, with head office located in the Province of Quebec.
ECQ	English-Canadian owned, with head office located in the Province of Quebec.
ECC	English-Canadian owned, with head office located elsewhere in Canada.
ForFrQ	Owned by citizens of foreign, French-speaking countries (such as France, Belgium or Switzerland) with head office located in the Province of Quebec.
UKQ	Owned by citizens of the United Kingdom, with head office located in the Province of Quebec.
USQ	Owned by citizens of the United States, with head office located in the Province of Quebec.
USC	Owned by citizens of the United States, with head office located elsewhere in Canada.

---

(1) The term "citizen" as used above refers to corporate as well as private citizens. "Ownership" is based on majority of voting shares.



### 1.3.2 Procedure

Using the seven ownership-location categories described above, the joint study group made an initial selection of companies on the basis of our estimate of employment size, coupled with the requirement of good representation of all major industry groups within the manufacturing sector. In two or three cases, firms which were known to be large employers had to be left off the list in favour of smaller firms in order to ensure adequate representation in each ownership-location type or industry group. In all, 70 companies were selected, of which 30 were "Regional" and 40 were "National" in the scope of their operations.

In each case, a letter was sent to the president or chief executive officer explaining the purpose of our study and asking his support and assistance. Stress was laid on the amount of time and effort which would be involved in participating in the study and the suggestion was made that, to facilitate co-ordination of effort within the company and with the study group, a senior executive be appointed to act as liaison officer. We proposed that the best procedure would be for each company to complete our questionnaire, and then, after it had been returned and studied, an interview would be arranged between the president and two members of the study group (one from each business school). The purpose of the interview was, first of all, to ensure that an opportunity would be provided to discuss the context and implications of the quantitative data returned in the questionnaire, and secondly, to obtain from each company further information on its policies and other, more qualitative, aspects of its practices. At the same time, the opinions of top management regarding the question of





bilingualism and biculturalism, which constitute the background against which the company's posture is determined, would be sounded out.

The questionnaire, which had already been developed, consisted of five sections, corresponding roughly to five functional areas in the firm. The sections were bound separately with the idea that participating companies might find it more convenient to distribute each section to the relevant departments for completion. To the extent that it was possible to anticipate the systems of record-keeping in all companies, and synthesize these into a common format, individual questions were laid out in a manner which made it as easy as possible to obtain and transfer information onto the questionnaire. Regrouping of most of the detailed data was done at the McGill University Computing Centre.

Extreme care was taken to ensure that all replies (indeed, all contacts with companies) were kept confidential. Despite the obvious difficulties which they encountered in co-ordinating various projects, the research staff of the Royal Commission on Bilingualism and Biculturalism agreed to our request that we should not make available to them the names of any companies contacted. For all work done outside the two business schools, such as data processing at the McGill University Computing Centre, company code numbers were used. Within the business schools, access to files was restricted to faculty and staff members immediately involved in the project.

### 1.3.3 Response

The response by companies to our request to participate in the project is summarized in Table 2 below. Having in mind the very great



amount of time and effort which was involved, the fact that the "success ratio" is greater than one-half (63 per cent) is good evidence of the concern felt by most businessmen over the question of bilingualism and biculturalism.

TABLE 1.3.2

(Large Firms)

SUMMARY OF RESPONSE TO PROJECT

<u>Ownership-Location</u>	<u>Requested to Participate</u>	<u>Accepted</u>	<u>Refused Or Failed To Return Questionnaire</u>
FCQ	9	7	2
ECQ	23	13	10
ECC	6	4	2
ForFrQ	6	4	2
UKQ	7	5	2
USQ	13	7	6
USC	<u>6</u>	<u>4</u>	<u>6</u>
TOTAL	70	44	26

It is unsafe to draw from this table too many conclusions regarding differences in attitudes between the various ownership-location groups. To begin with, the numbers are too small. Also, some sample groups, such as FCQ (French-Canadian ownership, head office in Quebec), comprise virtually all the large firms which meet the description. In other cases, such as USQ (United States-owned, head office located elsewhere in Canada), the number of firms requested to participate represent a rather small proportion of the total number of firms meeting the description. (This point is significant in other aspects of the question, but it is not at issue here).





Of the 26 companies which did not accept our invitation to participate in the programme, 17 refused on receiving our first letter, and the remaining 9 did so after having studied our questionnaire. The reasons given varied. Some of the most frequently cited were: the company's internal information system simply did not provide for the breakdown of employment by mother tongue, which we were stressing in our project; the company's organization was not suitable for the kind of study we had in mind; the company was currently undergoing reorganization and "everything was up in the air"; or (in only two cases, one French-speaking and one English-speaking) the company's management did not agree with the purposes of our project. Some of the companies which could not, or would not, complete our questionnaire were willing to give us an interview. Three companies failed to acknowledge our first and successive letters.

In addition to the above, three other companies (one French-Canadian-owned), not primarily engaged in manufacturing, participated in the project and gave us further information of a more general nature.

#### 1.3.4 Evaluation of Sample

It will be appreciated that, with the criteria and practical limitations described above, it was not possible to develop or obtain a random sample. There simply are not enough large firms operating in Quebec to permit the use of random sampling techniques. Our main emphasis, however, lay in the attempt to obtain information on conditions in firms which are operating in areas (both geographic and commercial) where the bilingual-bicultural question is likely to be important. As we noted earlier, no attempt was made to include in our sample firms which do not



operate in Quebec. Information on such cases would be helpful in evaluating differences between ownership-location groups such as those listed above, but two practical reasons prevented us from seeking to obtain it. One was the additional cost, in time and money, which would have been incurred, and the other was the probability that we would not have been successful in obtaining the help and support of a sufficient number of companies to collect sufficient data. A glance at our questionnaire (Appendix I) will show that the amount of information requested - and its detail - is very great. In many cases, the data had to be generated for the first time, since many firms had not been in the habit of making a distinction between employees by mother tongue. We estimate that to obtain the data we asked for, each firm had to devote between 10 and 40 man-days (depending on its size and the diversity of its operations) at a fairly senior staff level. In addition, our interviews took up between two and four hours of the time of the president and one or two of his senior officers. The firms responding to our project offered this high degree of co-operation and were willing to incur significant costs because they believed the question was important to their operations and to Canada. We feel it would have been unwise to ask for an equivalent effort from a firm which is not greatly involved with the problems of bilingualism and biculturalism, chiefly to provide us with a datum for comparison.<sup>1</sup>

Because of our doubts concerning randomness of the sample, it is difficult to estimate how representative our findings are. Representativeness may, of course, be based on many criteria, such as size of assets,

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(1) In our study of small firms, the sample was drawn from firms operating in the provinces of Quebec and Ontario, without regard to their involvement with bilingualism and biculturalism. This sample, which includes a far larger number of firms, meets the requirements of randomness more satisfactorily.





level of sales, or size of employment. Because the question of bilingualism and biculturalism affects people primarily, it would seem that employment would be the most suitable criterion, although in a few instances we have used level of sales to gauge the influence which a firm or group of firms may exert on its peers or the economy generally. Apart from census data (which relates to the whole population and not to employment in manufacturing), no information is available to us which would help in evaluating our sample data, for until the Royal Commission on Bilingualism and Biculturalism began its work, little attention was paid to the distinction between French- and English-speaking Canadians in the workplace (that is, in terms of statistics). The corporations in the sample do, however, account for a fairly large percentage of employment in manufacturing - particularly in Quebec - and even if, at very least, the sample is representative of nothing but itself, it is still a large and important part of the Canadian (and especially, the Quebec) economy. The table on Page 14 shows the extent of its importance.

The bias towards Quebec firms is clearly evident from the percentage figures. Taking total employment in Quebec and Ontario, we can calculate further that Quebec accounts for about 39 per cent of this, while Ontario accounts for the remaining 61 per cent. In the sample, the comparable ratios are very nearly the reverse: 63 per cent for Quebec and 37 per cent for Ontario.

With these reservations in mind, we believe it is best to concentrate on relative differences between ownership-location groups within the sample. In the absence of adequate information concerning the total work-



TABLE 1.3.3

(Large Firms)

EMPLOYMENT IN SAMPLE FIRMS COMPARED WITH  
TOTAL EMPLOYMENT IN MANUFACTURING<sub>1</sub>

<u>Region</u>	<u>Total Employment</u> <sup>1</sup>	<u>Sample (41 Firms)</u>	<u>Sample as Per Cent of Total</u>
Quebec	421,052	89,964	21.4 %
Ontario	668,959	52,885	7.9 %
Total Quebec & Ontario	1,090,011	142,849	13.1 %
Canada	1,332,563	164,669	12.4 %

SOURCE: D.B.S. 72-204 "Earnings and Hours of Work in Manufacturing, 1964."

- 
- (1) We should note that we have taken figures for "total employment", not from the Annual Census of Manufactures, which reports on virtually all manufacturing establishments in Canada, but from a special survey: "Earnings and Hours of Work in Manufacturing" conducted by the Labour Division of the Dominion Bureau of Statistics during the last week of October, 1964. This study covered approximately 11,000 establishments employing 15 or more persons, comprising some 90 per cent of total employment in all manufacturing establishments. Since this report (Cat. 72-204) gives a breakdown of employment by earnings and by region, which we found helpful in comparing some of our own data (discussed later in the report), we have used figures taken from it to ensure consistency.



force in manufacturing, we shall consider the average figures relating to the total sample as our norms, and investigate deviations from them.

For purposes of analysis, we have designated five geographic regions as follows:

Metropolitan Montreal<sup>1</sup>  
Quebec excluding Montreal  
The Four Atlantic Provinces  
Ontario  
The Four Western Provinces

In addition, we sometimes treat Head Office, wherever located, as a separate unit for purposes of examining conditions closest to general management, or the principal policy-making body.

The following functional breakdown has also been used:

Manufacturing	Finance and Accounting
Marketing, including Sales	Public Relations
and Advertising	Purchasing
Personnel	Other, including General
Engineering and Research &	Management.
Development	

The distinction between French- and English-speaking employees has been made on the basis of mother tongue (or language of greatest fluency if mother tongue is neither French nor English). In general, this has meant that Canadians of French descent fell into the "French-speaking" category, and Canadians of all other ethnic origins fell into the other, "English-speaking", category. Designation of individuals as either French- or English-speaking was made by the companies completing the questionnaire.

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(1) Montreal is treated separately from the rest of Quebec, both because of the fact that most English-speaking residents of Quebec live in the Montreal area, and because of the city's importance as a national manufacturing, shipping and commercial centre.





#### 1.4 SUMMARY OF EMPIRICAL EVIDENCE

This section is a summary of the information obtained through questionnaires sent out to sample firms, and interviews with their senior executives. Detailed findings, together with a chart analysis and discussion, are given in Section 3.0 (Corporate Practices) and Section 4.0 (Corporate Policies and Management Attitudes) which constitute, respectively, Volume IV and Volume V of this report.

Volumes II and III, which consist of background articles, contain their own summaries.

The heading numbers listed below relate to the appropriate sections of the main report.

#### 3.0 TOTAL EMPLOYMENT

##### 3.1.1 All Firms

Of the total number of people employed in all parts of Canada by sample firms, 43 per cent is French-speaking. This percentage rises to 60 per cent in the Montreal area, and 85 per cent in other parts of Quebec.

Employment of French-Canadians is influenced by the location and the language of ownership of the firm. French-Canadians account for 93 per cent of total employment in FCQ firms and 84 per cent in ForFrQ firms. However, because of their relatively small size, firms in these two groups account for only 6 per cent of all French-Canadian employment in the sample. ECQ firms alone account for 50 per cent of all



French-Canadian employment, while other "English-language" firms based in Quebec account for a further 33 per cent.

All French-Canadians in the sample working in Ontario and the Western Provinces are employed by "English-language" firms. FCQ and ForFrQ firms employ only English-speaking people in these regions - mostly in sales.

Within any region, the variation in the proportion of French-Canadians in the total workforce is partly determined by technological and educational requirements imposed by the manufacturing process.

### 3.1.2 National and Regional Firms

The wider the geographic scope of a firm's operations, the smaller is the percentage of French-Canadians which it employs, not only throughout Canada, but in Montreal and Other Quebec as well. This is a reflection of the greater need for employee mobility required in National firms. In Montreal, the percentage of total employment which is French-Canadian is 66 per cent in the case of Regional firms and 57 per cent in the case of National firms. Comparable figures for employment elsewhere in the Province of Quebec are 90 per cent and 81 per cent.

### 3.2 Salaried Staff

In this study, particular attention has been paid to salaried staff





earning over \$ 5,000 per annum, because of the larger influence of these people in determining corporate policies and practices, and because their language and ethnic characteristics do not conform as closely to local demographic factors as do those of the workforce at the wage-roll level.

### 3.2.1 The Current Status

Chart 3.2.2 (1.0.0.0), reproduced overpage, shows the general characteristics of salaried staff at various income levels, with respect to mother tongue and bilingual ability required by their jobs. The distribution of work areas by language of business is also charted.

The percentage of French-Canadians in salaried staff drops from 36 per cent at the \$ 5,000 - 6,500 income level to 15 per cent at the \$ 12,000 - 15,000 income level, after which it remains constant as income increases.

Bilingual requirements on both French- and English-speaking employees rise with increasing income, and the requirements on French-speaking employees is significantly higher at all levels. Of every 100 French-speaking staff employees earning between \$ 5,000 and \$ 6,500 per annum, 68 are in jobs which require bilingual ability. The requirement rises to cover 88 per cent of all French-speaking employees earning over \$ 15,000 per annum. For English-speaking employees, the



STUDY ON CORPORATE POLICIES AND PRACTICES  
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2  
CURRENT STATUS

CHART 1.0.0.0  
EMPLOYEES EARNING \$ 5,000 p.a. AND OVER

1. Breakdown of Employees by Mother Tongue and Salary Group:

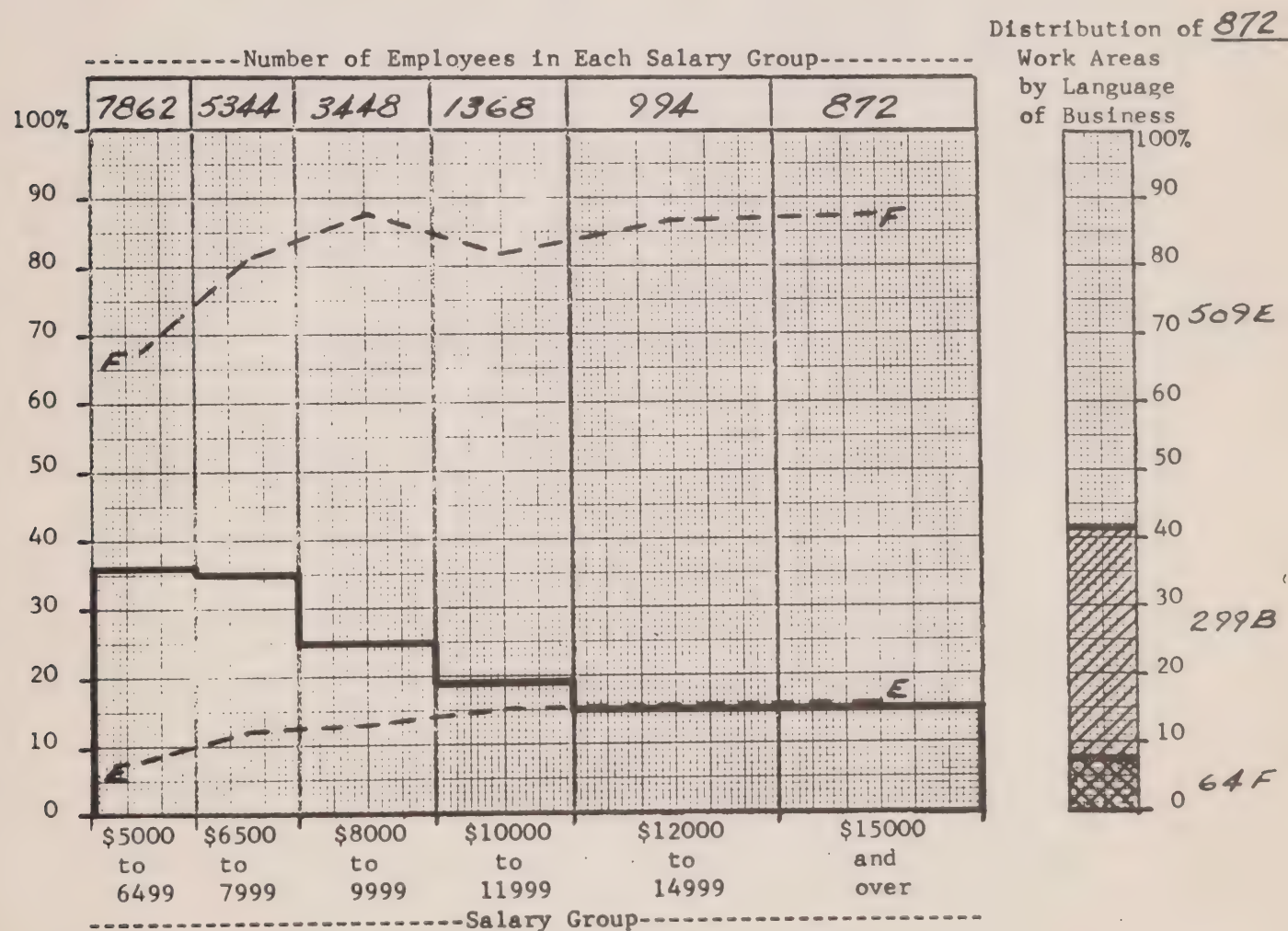
- Bar Chart at left shows per cent French-speaking.

2. Percentage of Employees in Each Salary Group Whose Job Requires Bilingual Ability:

- Single Lines: French-speaking employees marked 'F'.  
English-speaking employees marked 'E'.

3. Distribution of Work Areas by Language of Business:

- Bar Chart at right shows per cent French only, per cent English only and per cent Bilingual.



Sample TOTAL

Ownership - Location ALL

Number of Firms 36 Total Number of Employees 19888

Region ALL

Function ALL





STUDY ON CORPORATE POLICIES AND PRACTICES  
WITH RESPECT TO BILINGUALISM AND BICULTURALISM

3.2.2  
CURRENT STATUS

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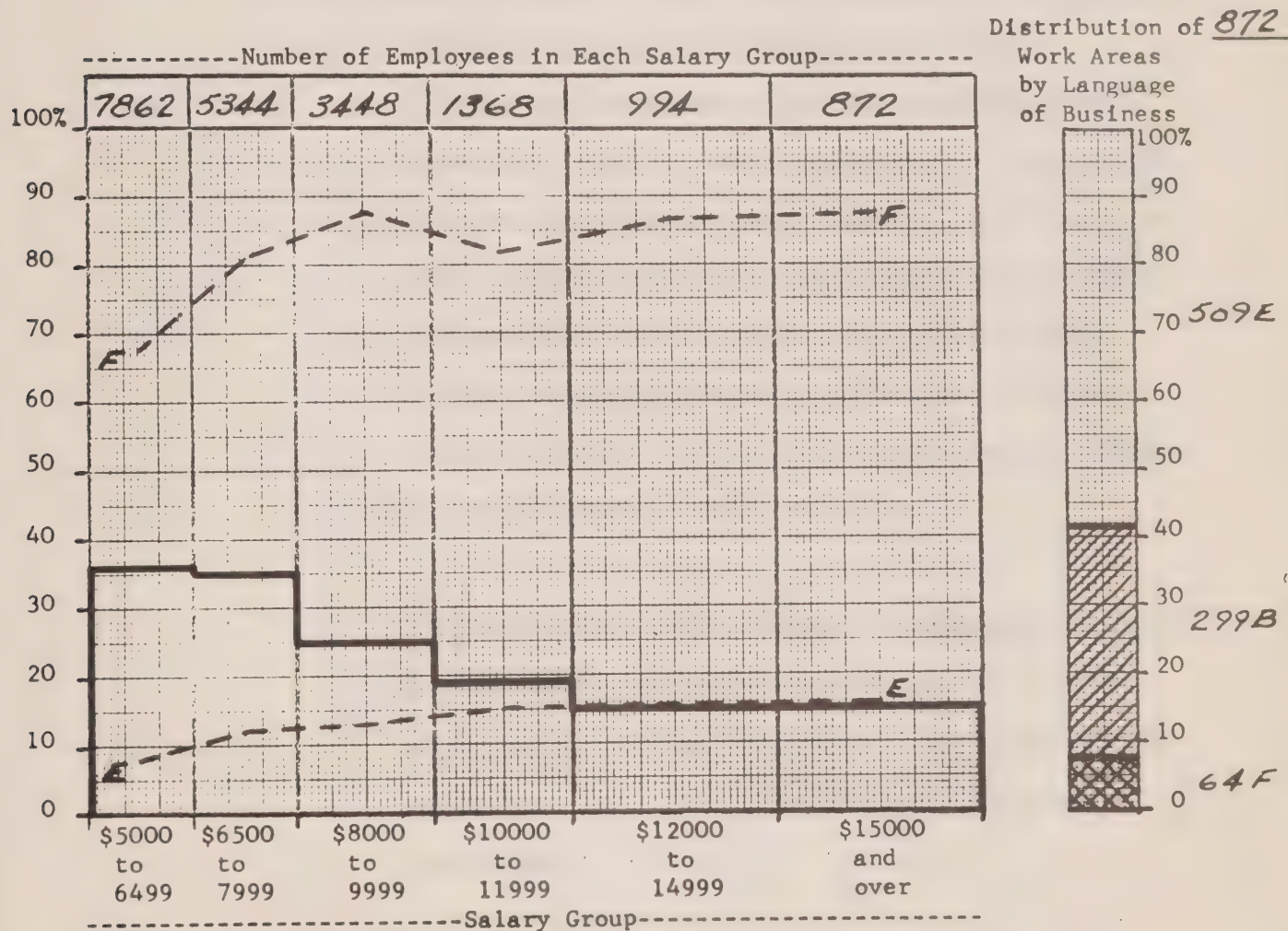
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Sample TOTAL

Ownership - Location ALL

Number of Firms 36 Total Number of Employees 19888

Region ALL

Function ALL





requirement rises from 8 to 16 per cent.

Of the 872 work areas (defined by both function and location) in the sample, 509 (58%) operate only in English, 64 (8%) operate only in French, and 299 (34%) operate in both languages.

#### 3.2.1.1 Differences Due to Ownership-Location Type

In FCQ firms, the proportion of French-Canadians at all salary levels is considerably higher than average. An interesting feature here, however, is the fact that there are more English-speaking than French-speaking employees at middle-management levels (\$ 10,000 - 12,000), reflecting the low availability of French-Canadians having the educational and technical qualifications required in these positions.

FCQ firms impose lower bilingual requirements on French-speaking employees in the lowest (\$ 5,000 - 6,500) salary group, but the requirements rise to between 90 and 100 per cent (well above average) at higher income levels.

Only half of all work areas in FCQ firms operate solely in French. About 22 per cent of all work areas (all are sales offices outside of Quebec) operate only in English. The rest (28%) are bilingual.



In ECQ firms, the proportion of French-Canadians is higher than average in the three lowest salary groups, equal to average in middle management, and lower than average in the highest salary group.

The bilingual requirements on both French- and English-speaking employees are above average at all income levels.

Sixty-four per cent of all work areas operate in English. Less than 3 per cent operate in French and 33 per cent use both languages.

In ECC firms, due largely to the fact that operations in Quebec comprise a relatively smaller proportion of total employment, the percentage of French-Canadians is lower than average at all salary levels. For similar reasons, the bilingual requirement on both French- and English-speaking employees is below average, and most work areas operate in English only.

Within Quebec, adaptability of firms in this group is quite high.





The same comments apply to USC firms, except that the bilingual requirement on French-Canadians is very high, reflecting patterns of organization which stress close liaison with head office.

In ForFrQ firms, the percentage of French-Canadians drops with increasing salary, from 79 per cent at the \$ 5,000 - 6,500 level to 41 per cent at the \$ 12,000 - 15,000 level, then rises again to 54 per cent at salaries of \$ 15,000 and over.

The bilingual requirements are high for all employees in these firms - especially for French-speaking people, all of whom must be bilingual at salaries over \$ 8,000.

Thirty-seven per cent of all work areas operate only in French, and a further 42 per cent use both languages. Only one unilingual English work area is located in Quebec (in the Montreal region).

In UKQ firms, the percentage of French-Canadian employees in salaried staff is slightly greater than average in the four lower salary groups and about equal to average in the two upper groups.



The bilingual requirements on both French- and English-speaking employees are about equal to average.

Just under half of all work areas operate in English. One operates in French and the remainder are bilingual.

In USQ firms, the proportion of French-speaking employees is lower than average for all salary groups, declining with increasing salary from about 80 per cent of average to about 50 per cent of average.

The bilingual requirement on both French- and English-speaking employees is well below average for all but the lower salary groups.

In about two-thirds of all work areas, the language of business is English. Only three are unilingual French.

The technical and educational requirements of USQ firms are relatively high.



### 3.2.1.2 Differences Due to Scope of Operations

In Regional firms, the percentage of French-speaking employees is slightly higher than average in all salary groups but one (\$ 8,000 - 10,000 p.a.).

The bilingual requirement on English-speaking employees in Regional firms is substantially above the requirement in National firms. It is also higher for French-speaking employees of Regional firms in all but the two lowest salary groups.

The percentage of bilingual and unilingual French work areas in Regional firms is noticeably higher than in National firms.

### 3.2.1.3 Differences Due to Region

In the Montreal Region, the percentage of French-Canadians in salaried staff varies from 49 per cent at the \$ 5,000 - 6,500 p.a. level to 17 per cent at \$ 12,000 p.a., beyond which it remains constant. These proportions are, as expected, above the national average.

Bilingual requirements on both French- and English-





speaking employees are close to average at all salary levels.

Thirty-five per cent of all work areas operate in English, 10 per cent operate in French, and 55 per cent use both languages.

In Quebec outside of Montreal, the proportion of French-Canadians is high at all salary levels, ranging from 82 per cent (2.3 times average) at \$ 5,000 - 6,500 p.a. to 23 per cent (1.5 times average) at salaries over \$ 15,000 p.a. The bilingual requirement on French-speaking employees is, interestingly, significantly above average in all salary groups, rising to 100 per cent for people earning over \$ 15,000 p.a. The requirements imposed by communication outside the firm and outside the region are strikingly evident here. The bilingual requirement on English-speaking employees, which ranges between 55 and 65 per cent, is also well above average, reflecting the needs of communication inside the firm.

The percentage of unilingual French work areas is greater than unilingual English (19% vs 11%), but



bilingualism is dominant (70%).

In the Atlantic Provinces, Ontario and the Western Provinces, the percentage of French-Canadians is quite low, although there appears to be no decline as salary level increases.

Bilingual requirements on English-speaking employees are also quite low in all regions of Canada outside of Quebec. For French-speaking employees, the requirement rises from about 30 per cent to about 80 per cent in Ontario, drops from 44 per cent to zero in the Atlantic Provinces, and is significant (at about 100 per cent) only for people at lower salary levels in the Western Provinces.

The language of business in all work areas is dominantly English. There are six bilingual work areas in the Atlantic Provinces, four in Ontario, and one in the Western Provinces.

#### 3.2.1.4 Differences Due to Function

Manufacturing is the largest functional area, as measured by size of employment of salaried staff earning over \$ 5,000 p.a. The percentage representation of French-Canadians in each salaried group is





close to the overall average, being a little higher at lower salary levels and a little lower at upper salary levels. Bilingual requirements on both French- and English-speaking employees are about equal to average in all but the lowest salary groups, and the distribution of work areas by language of business is similarly close to the overall average.

In Marketing, the next largest functional area, the percentage representation of French-Canadians is also close to the overall average, although it does not decline as rapidly with increasing income (the percentage of French-Canadians at higher salary levels is above average).

The bilingual requirement on French-speaking employees is higher than average for the two lowest salary groups and about equal to average for higher incomes. It is below average at all salary levels for English-speaking employees.

The percentage of unilingual French work areas is significantly higher than average - higher than in any other functional area - and the percentage of bilingual work areas is slightly lower than average.



The degree of adjustment to regional factors in Marketing is quite striking. In Montreal and Other Quebec, employment of French-Canadians is higher at all salary levels, and the bilingual requirements on English-speaking employees is substantially (about 20 per cent) above average. The proportion of unilingual French and bilingual work areas is also much higher.

Regional factors have much less effect on marketing practices if the firm is principally engaged in the manufacture of industrial materials. In this case, it is the language of the client company, and not necessarily that of the region in which the buyer is located, that is the determining factor. For example, the proportion of unilingual French work areas in the province of Quebec is 43 per cent for consumer goods producers, and only 16 per cent for industrial goods producers. Even so, in firms manufacturing industrial goods, the proportion of French-Canadians rises with increasing salary beyond \$ 8,000 p.a.

Employee Relations is a small functional area, but the nature of the work often involves sensitive in-



terpretation of corporate policies and practices. Here, the percentage representation of French-Canadians is well above average at all salary levels, and the bilingual requirements on them are high. Bilingual requirements on English-speaking employees are also well above average, but still less than for French-Canadians.

The proportion of unilingual French work areas is about equal to average, but the proportion of bilingual work areas is significantly higher (46% vs 34%).

Engineering and Research & Development together constitute the third largest work area. Reflecting the stringent requirements regarding education and experience coupled with the low availability of French-Canadians qualified in these respects, the percentage representation of French-speaking people is well below average at all salary levels.

The bilingual requirements on both French- and English-speaking employees are similarly well below average, and the percentage of unilingual English work areas (63%) is higher than for any other functional area.





Comparing the percentage of French-Canadians employed here with the percentage of total engineering graduates in Canada coming from French-language universities (as an estimate of availability), it appears that French-Canadians are over-represented in sample firms, despite their small absolute number. If immigrant engineering graduates of universities outside Canada (most of whom are not French-speaking) were included, the comparison would be even more striking. (Volume IV, page 47)

In Finance and Accounting, the fourth largest functional area, the availability factor is not as restrictive. As a result of the increasing number of French-Canadians qualified in this area becoming available in recent years, the proportion of French-speaking employees is above average in the lowest salary group and about equal to average in the next three. In the two upper salary groups, representation is about two-thirds the overall average for all functional areas.

The bilingual requirements on French-speaking employees is low at first, but rises to 100 per cent in the two upper salary groups. For English-speaking



employees, the requirements are very low (5 - 10%).

Unilingual English work areas are dominant (63%) and bilingual and unilingual French work areas are both less than average.

In Public Relations, the smallest functional area in terms of employment, nearly all work areas are operated by ECQ firms. Elsewhere, the function appears to be included among the duties of general management.

Despite the bias toward English-language firms, the proportion of French-Canadians at all salary levels is well above average. Bilingual requirements on both French- and English-speaking employees are also well above average, as is the proportion of bilingual work areas. The proportion of unilingual English work areas is the lowest encountered in any functional area.

In Purchasing, the percentage representation of French-Canadians is generally lower than average, dropping to zero in the highest salary group. This reflects, in part, the dominance of English-language firms represented here, since in French-language firms (which



are smaller in size), purchasing at the senior level is usually handled by general management.

For both English- and French-speaking employees, the bilingual requirements are generally higher than average, rising quite substantially for English-speaking people in salary groups in which there are no French-Canadians.

The distribution of work areas by language of business is about equal to average.

Other Functional Areas include general management, at upper salary levels, and miscellaneous service groups at all salary levels.

Here, the proportion of French-Canadians is above average in all salary groups except the second-lowest (\$ 6,500 - 8,000 p.a.). In general, the bilingual requirements are less than average for French-speaking people and higher than average for English-speaking people.

The distribution of work areas by language of business is about the same as for the sample as a whole.





### 3.2.2 Recent Hiring Practice

Since the characteristics of current employment reflect the result of hiring and promotion in past years, measures were also taken of hiring experience during 1964, in an effort to determine the direction and extent of any changes which may now be taking place. Among other things, current hiring should reflect the reaction of manufacturing firms to the recent increase in availability of French-Canadians with the educational qualifications required in business.

In general, it was found that the percentage of French-Canadians in salaried employment is being increased significantly through hiring in the \$ 10,000 to \$ 15,000 p.a. salary range (the middle-management level). The proportion of French-Canadians among newly-hired employees is smaller than it is in the current stock at the lower and upper extremes, giving the curve depicting the percentage representation of French-Canadians among new employees a "hump" in the middle.

Most of this effect is due to changes in the Montreal region. In Quebec outside of Montreal, the same hump occurs at middle-management levels, but the proportion of French-Canadians among new employees is less than it is among those already employed at every salary level.



This means that the proportion of French-Canadians is tending to increase at middle-management levels in the Montreal area, and decrease in the rest of Quebec.

Most hiring of French-Canadians, and most of the increase in the percentage of French-Canadians hired, is by "English-language" firms - principally ECQ firms.

Under normal circumstances, the increasing availability of qualified French-Canadian candidates, coupled with the increasing efforts being made by business firms to attract them, might have been expected to lead to a different result: the proportion of French-Canadians among those hired should have been higher than the proportion in current stock at all salary levels, and especially the first two levels which are the starting point for recent university graduates.

We believe that the hump at middle-management levels is the result of action taken by business firms as part of their effort to increase the French-Canadian content and "image" of their salaried staff. The shortfall at high and low salary levels seems to be due to the greater attraction to French-Canadians of smaller professional or consulting firms and provincial government departments or agencies. These offer a greater chance to work in a French-speaking environment, and



they also appear to give more emphasis to the professional aspects of work. Both these factors appeal to the young graduate especially.

There seems to be a tendency for recently-graduated French-Canadians to seek jobs in firms where the ownership is French-speaking in preference to firms where the ownership is English-speaking.

To an extent, the hump may also be due to a shift of French-Canadian employees into a higher salary group, reflecting payment of a salary premium for bilingual ability. The high bilingual requirements imposed on new employees at middle-management levels reinforce this view.

Bilingual requirements imposed on new English-speaking employees are higher (by a factor of about 2) at all salary levels. For new French-speaking employees, the requirements are lower at lower salary levels, then rise to 100 per cent for people coming in at salaries of \$ 12,000 per annum and over.

In United States-owned firms (USQ and USC), the number of people hired at salaries over \$ 10,000 per annum is very low, reflecting more rigid adherence to the policy of promo-





tion from within.

"French-language" firms (FCQ and ForFrQ) hire a much larger percentage of people at upper salary levels. In part, this is due to the relatively small size of firms in these two groups.

The number of French-Canadians hired directly into work areas located outside of Quebec is very small. Most representation of French-Canadians in these areas is the result of transfer after hiring.

Engineering and Research and Development, which accounts for about 16 per cent of total salaried employment, accounts for 43 per cent of total hiring. Newly-hired employees represented over 11 per cent of total employment in this functional area in 1964.

The bulk of new employees were hired into the three lowest salary groups. Here, the proportion of French-Canadians among new employees is slightly over half the proportion in total employment, and the bilingual requirements imposed on them are much less than for French-Canadians hired previously.

### 3.2.3 Employee Mobility

Patterns of employment in a region can be changed through re-



location of employees, as well as through hiring. Measures of mobility permit us to examine the direction and extent of such changes, and they also give an estimate of relative mobility rates of English- and French-speaking employees, as measured by transfers which have actually taken place.

In general, mobility of French-Canadians is lower than that of English-Canadians - even between regions in which schools, churches and the language of the majority are substantially the same. French-Canadians constitute 30.5 per cent of total salaried employment in the sample, but only 22.5 per cent of all people moving.

French-Canadians in middle-management, however, are relatively more mobile than English-Canadians at the same level.

Movements in and out of each region in Canada were quite balanced in 1964.

Most of the movement of French-Canadians involved moves within the Province of Quebec.

There was a net gain of 11 English-Canadians (71 out, 82 in) in the Montreal region and a net loss of only one English-Canadian (36 out, 35 in) in Quebec outside of Montreal. There



appears to be no exodus.

Movements of French-Canadians were exactly balanced in Montreal (35 out, 35 in) and in the rest of Quebec (42 out, 42 in). Thus, there appears to be no tendency on the part of sample firms to increase, through relocation, the percentage of French-Canadians among their salaried employees in Quebec.

In "French-language" firms (FCQ and ForFrQ), all but a handful of people moving are English-speaking.

Most French-Canadians involved in moves are employed by ECQ firms. Here, the rate of movement of French-Canadians is more than proportional to their number at middle-management levels, and about equal to their proportion at top management levels. At lower salary levels, however, where the bulk of movements occur, the percentage of French-Canadians being moved is about half their percentage in total employment.

There appears to be some tendency on the part of ECQ firms to move English-speaking employees into Montreal from work areas located in other parts of Quebec.

In USC firms, where the mobility rate is also relatively high, the proportion of French-Canadians moving is higher





than in any other ownership-location group. All movement by French-Canadians involved people in the three lowest salary groups, and the proportion of these people moving is significantly higher than their percentage representation at these levels. It can be supposed that young French-Canadians who choose to work for firms having their head offices outside of Quebec would know beforehand that they would be expected to move to jobs in various locations, and they are likely to be among those who are more willing to move.

There was a pronounced migration towards Ontario and away from Quebec outside of Montreal in USC firms in 1964. Most of the people involved were English-speaking.

There seems to be a slight trend towards an increase in the proportion of French-Canadians in plant management in Quebec outside of Montreal, due principally to a net outward movement of English-Canadians as movement of French-Canadians was balanced. This partly balances the result of recent hiring patterns, which tend to decrease the proportion of French-Canadians in this area.

In Marketing, there was a relatively large net gain in Quebec outside of Montreal but, surprisingly, most of the people involved are English-speaking.



The mobility rate in Engineering and Research & Development is low. Although there was a slight drift from Ontario into Quebec, there were no trends which would change the proportion of English- and French-speaking people among those employed in any region.

There are some differences in mobility which are due to age and family size. Among both French- and English-speaking employees, roughly 10 per cent of all those moving are over 50 years of age. In this group, the average family size of French-speaking employees is less than that of English-speaking employees. For both language groups, the number of people moving is relatively high in the 30-34 and 40-49 age brackets.

It is in the lower age groups that differences become apparent. Movement by men in the 20-24 age bracket is relatively much higher for French-Canadians than for English-Canadians.

French-Canadians who are moving generally have smaller families than English-Canadians who are moving, and we would guess that the size of their families is smaller than average for all French-Canadians at equivalent levels of income.

### 3.3 Directorship Practices

#### 3.3.1 Directorships

One hundred and twenty-two out of 501 directorships of sample



firms (24 per cent) are held by French-Canadians. The largest single number of these is to be found in FCQ firms, with ECQ firms next.

The proportion of directorships in ECQ firms held by French-Canadians (nearly 1 in 5) is about equal to the proportion of directorships in FCQ firms held by English-Canadians.

The proportion of directorships held by French-Canadians is noticeably higher in Regional firms (39%) than in National firms (16.5%), reflecting the relative importance of operations in Quebec.

### 3.2.2 Directors

There appears to be no tendency for the same French-Canadian individuals to be counted several times over in estimating the proportion of directorships held by French-speaking people.

Among both French- and English-speaking directors in the sample, just under one-half hold only one directorship and just over one-third hold five or more directorships.

### 3.4 Executive Officers of the Corporation

Analyses of the top ten executives of sample firms shows that 110 out of 419 men, or 26 per cent, are French-Canadians, and that half of these, or 54 men, hold positions with FCQ firms. In addition,





21 out of 140 senior officers of ECQ firms (15 per cent) are French-Canadian, while one out of 55 senior officers of FCQ firms (1.8 per cent) is English-Canadian.

Twelve out of 41 presidents (29 per cent) are French-speaking - including presidents of two "English-language" firms. There are no English-speaking presidents of FCQ firms.

The proportion of French-Canadians among vice-presidents (15 per cent) is lower than it is among more senior officers. However, a larger proportion of French-Canadian vice-presidents are found in "English-language" firms.

Representation of French-Canadians is greatest (at 38 per cent) in the remaining group of "Other" most senior positions. None of these is employed by USQ or USC firms. FCQ firms employ no English-speaking people in these positions.

### 3.5 Employee Relations

#### 3.5.1 Hiring Practices

Although the proportion of French-Canadians among all employees recently hired at salaries between \$ 5,000 and \$ 8,000 per annum is less than it is among those already employed, sample firms are not neglecting the French-language universities in their search for candidates. The average number of firms visiting each French-language university is more than double the



number visiting each English-language university.

#### 3.5.1.1 Graduates in Engineering

"French-language" firms in the sample (FCQ and ForFrQ) did not send hiring teams to any university to interview graduating engineers in 1964.

The 22 sample firms which did report having visited Canadian universities hired 199 engineering graduates, of whom 45 (23 per cent) were graduates from French-language universities. It is estimated that about 25 per cent of all engineering graduates hired are French-Canadians, since between 10 and 15 per cent of all engineers graduating from McGill University are French-speaking.

The success ratio (the number of people hired divided by the number of job offers made) was higher at French-language universities (especially the Université de Montréal) than at English-language universities. The greatest number of people hired graduated from universities in the Western Provinces.

#### 3.5.1.2 Graduates in Commerce

The number of firms recording visits to universities to interview graduates in commerce is slightly smaller than in the case of graduates in engineering, but, as



was the case regarding engineering graduates, the average number of visits to French-language universities was approximately double the number of visits to English-language universities.

No FCQ or ForFrQ firms reported having sent teams to interview graduating students in commerce. Seventeen "English-language" firms did.

The success ratio for all French-language universities was the same as for all English-language universities. In both cases, it was substantially higher than for graduating engineers.

The relative success ratios indicate that young French-Canadian graduates in engineering and commerce are not adverse to working for "English-language" firms - at least, not after they have had an offer of employment from them. The principal factor restricting the proportion of French-Canadians among the total number hired still seems to be low availability.

"French-language" firms appear to have other, less systematic, methods of searching out candidates than sending interviewing teams to universities. No





doubt, they either make private arrangements to interview recent graduates, or else hire people only after they have acquired some experience.

### 3.5.2 Training and Further Education of Employees

Of the 41 firms in the sample, 32 are engaged in one way or another in providing training and further education for their employees. Of these, 24 conduct courses within the firm as well as offering assistance to employees who are taking courses after hours.

The degree of commitment is quite striking. Firms in the sample are currently devoting over one million dollars a year, in direct costs alone, to education. In addition, nearly 100,000 man-days are being spent each year by employees taking courses given inside and outside their companies.

Of the one million dollars being devoted to education each year, nearly one-quarter (\$ 240,000) is being devoted to language courses. Similarly, language courses account for over 40,000 man-days per year. Of this, over 28,000 man-days per year are spent by English-speaking employees in taking courses in French. French-speaking employees devote about 8,400 man-days per year to courses in English. This is proportional to the number of French-Canadians in salaried staff.



ECQ firms account for almost all training in English given to French-speaking employees, and for the largest part of training in French given to English-speaking employees.

With regard to courses other than language (especially management and supervision, and process operation), considerable emphasis is being given to training French-Canadian employees. Most of these courses are given in French.

Figures on assistance given for courses outside the firm show that French-Canadians are relatively more active than their English-Canadian counterparts in seeking further education in business through university extension programmes and similar means.

ECQ firms are again the most active in this area, although on the basis of average man-days per firm, ECC firms are well ahead.

### 3.5.3 Employee Evaluation and Job Analysis

There appears to be little correlation between language of ownership and the extent of systematization in personnel procedures. A majority (if not all) of firms in each ownership-location group uses systematic or "rational" techniques in Job Analysis, while there is a slight



tendency for "English-language" firms to use a more complete system of performance appraisal than do French-language firms.

For appraisal interviews, the language of the subordinate (rather than that of the superior conducting the interview) is used in most firms, indicating a high degree of adaptability toward local language patterns.

In written personnel records, English is the dominant language, due partly to the fact that the rather technical terminology, which must often be used, has been developed in English.

#### 3.5.4 Intrafirm Communication

Most of the data in this section relate to forms of written communication, as a description of the language environment perceived by the employee and as a measure of the degree of adaptation of sample firms to language patterns in various regions. Oral communication, although it is more frequently used, is much more difficult to measure and document. For this, we have relied on measures of bilingual requirements and language of business used in various work areas, described in Section 3.2.1.

Inter-Office Memoranda, unless they are intended for widespread distribution, are generally written in English in half of all sample firms. Most other firms use both English and French in Quebec and English, only, elsewhere.





Shop Drawings are principally in English.

Instruction Manuals usually originate in English, but most firms make them available to their employees in both languages.

Training Manuals are made available in both English and French to an even greater extent.

Employment Application Forms are generally available in both languages in "English-language" firms, but only in French in most "French-language" firms.

Booklets Describing Employee Benefits are provided in French in Quebec by all but one firm (USC). All but five (FCQ) firms provide them in English also. Practices are similar for certificates of employee benefits.

Booklets containing a copy of the Union Contract are available in French in Quebec in all firms except one (USC), and in English in Quebec in all firms but 9 (5 FCQ, 2 ForFrQ, 1 ECQ, 1 UKQ). Here, as in several other measures, adaptation in Quebec with respect to French-speaking employees is very high, but it is very low with respect to English-speaking employees - particularly in firms where the language of ownership is French.



Forms of General Communication with all employees, including general notices, safety posters, direction and other signs, and the employee newspaper, all give evidence of good adaptation from English to French, and somewhat less from French to English.

For all of the forms of communication listed above, the number of firms making both English and French available at locations in Canada outside of Quebec is quite high.

### 3.6 Purchasing

Although, strictly speaking, it is the prerogative of the buyer to specify the language used in the transaction, most industrial buyers put considerations such as price, quality, availability and service first. In many cases, technical factors make the use of English mandatory.

For orders placed at the local level in Quebec, most English-language firms use French in their dealings with local suppliers. In part, this practice is designed to ensure good public relations.

About half of all firms consider it is a necessity for purchasing personnel to be able to speak French with suppliers in Quebec outside of Montreal, and about one-fifth feel it is a necessity in Montreal. The great majority of firms (including all FCQ firms) consider the ability to speak English is a necessity for purchasing personnel.



Most firms use only English in order forms and conditions-of-purchase forms. A slightly higher proportion use only English in specifications. For miscellaneous correspondence, most firms use either English or French, depending on circumstances.

### 3.7 Marketing

#### 3.7.1 Pattern of Sales

The regional breakdown of sales for each ownership-location type gives some indication of the market opportunities perceived and grasped by management of firms in that group.

FCQ firms place more emphasis on sales to the general public, and they do a large part of their business in Quebec. Although some French-language firms are engaged in heavy industry, the drift so far has been towards consumer goods, where the requirements of technology and capital funds are not so stringent, and where economies of (large) scale are not so pronounced. The emphasis given to local sales in Quebec is partly due to the relatively small size of FCQ firms, but it also reflects the fact that these firms engaged in selling consumer goods are doubtless taking advantage of their better understanding of French-speaking buyers.

Sales of ECQ firms show an opposite tendency, mainly because the same factors are acting on them in an opposite direction. The proportion of their sales to industrial buyers, most of





whom are English-speaking, is higher than for firms in any other ownership-location type, while their sales in Quebec are considerably less than average. ECQ firms also make the highest proportion of sales to export markets.

USQ firms exhibit very nearly the same characteristics, for much the same reasons.

English-language firms based outside of Quebec (ECC and USC) sell more to the general public than to industrial buyers, but this is largely due to the influence of our sampling criteria, which demand that operations in Quebec be of significant size (a requirement more easily met by consumer goods producers which tend to disperse manufacturing operations in accordance with the geographic distribution of major market areas). Even so, among USC firms particularly, the consumer goods offered tend to be highly technically-oriented.

Among ForFrQ firms, a slightly higher proportion of sales is made to industrial buyers than to the general public, while sales to governments and institutions are much higher than for any other ownership-location type.

Sales of UKQ firms to industrial buyers are about average, but sales to the general public are much higher. The dif-



ference is the relatively small proportion of sales to all other buyers. Exports are fairly high.

### 3.7.2 Advertising

Adaptation of all firms to the language characteristics of the markets facing them is remarkably high.

Expenditures on French-language advertising (as a percentage of total expenditure on advertising) is nearly proportional to the estimated proportion of total sales taken by French-speaking buyers, for all but a few sample firms.

### 3.7.3 Language Ability of Sales Personnel

Just over 10 per cent of all salesmen in Ontario and the Atlantic Provinces, and 86 per cent of all salesmen in Quebec, are bilingual.

Over 11 per cent of all salesmen employed in Quebec are unilingual English. All but one of the small number of salesmen who can speak only French are confined to Quebec, where they comprise less than 3 per cent of all salesmen in the province.

In addition to salesmen employed on a regional basis, there is a relatively small number (305, or 6 per cent of total) of technical specialists and salesmen not assigned to any particular region. Of these, 35 per cent are bilingual.



Twenty-six of the 48 unilingual French salesmen are employed by ECC firms. Similarly, most salesmen employed by FCQ firms outside of Quebec are unilingual English.

Within Quebec, FCQ firms employ more unilingual English than unilingual French salesmen, due mainly to market factors. However, by far the largest proportion is bilingual, as is the case with all other ownership-location groups.

Most (104 out of 192) of the unilingual English salesmen employed in Quebec represent manufacturers of industrial goods. For these people, the language of business is English. Conversely, in the same group, only six salesmen are unilingual French. Even so, most salesmen of industrial goods in Quebec (77 per cent) are bilingual.

The pattern of language ability of consumer goods salesmen conforms more closely to regional language patterns, as might be expected. In Quebec, the number of salesmen who speak only French is greater than the number who speak only English. By far the greatest number (94 per cent) is bilingual. In regions outside of Quebec, the proportion of salesmen who speak only English is dominant.

### 3.8 Shareholder Relations

In looking at some practices which affect shareholders, it must be





remembered that not all sample firms are public corporations. Some are subsidiaries and some are private corporations. Comparisons are therefore difficult and the data must be approached with caution.

This section lays stress on relations with shareholders generally, who are not usually actively involved in operations. Practices are thus largely in the area of public relations.

#### 3.8.1 Annual Reports

Of the 35 sample firms publishing annual reports, 14 publish separate French and English versions, 8 publish a combined, bilingual report, 12 publish only in English and 1 publishes only in French.

Most FCQ and ECQ firms publish separate English and French versions, and most USQ and USC firms publish only in English. If both languages are offered, the public appears to prefer separate versions, according to executives of sample firms. Problems sometimes arise because certain financial terms are not yet standard in French. French-speaking shareholders often ask for the English version for that reason.

#### 3.8.2 Annual Shareholders' Meetings

The question of which language is used in conducting the annual meeting is relevant in the case of 37 sample firms. Of these, 25 use only English (including 6 firms having their head office outside of Quebec), 5 use only French (4 FCQ and



1 ForFrQ). One FCQ firm assigns equal importance to each language.

Five Quebec-based firms (including 1 ForFrQ) conduct the meeting principally in English, but include a short presentation in French. One FCQ firm follows the opposite practice.

### 3.8.3 Share Certificates

Of the 38 firms able to reply to our question regarding the language in which sales certificates are printed, 27 (including one FCQ and 3 ForFrQ) use only English, 2 (both FCQ) use only French, 8 combine the two languages on one certificate, and one (ECQ) offers separate certificates in each language.

In summary, we note that bilingualism is quite prevalent in annual reports, while English is dominant in share certificates. In annual shareholders' meetings, the language used tends to be the language of ownership. From a public relations point of view, the annual report has the greatest impact, and share certificates have the least.













